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15 JUL 1957 Pers

MEMORANDUM FOR: Deputy Director (Support)

THROUGH: Special Planning Assistant to the DD/S

SUBJECT: Report of Wartime Preparation by the Office of  
Personnel for Twelve Months Ending 30 June 1957

REFERENCE: DD/S Letter dated 11 June 1957, Subject: "Annual  
Report on Wartime Preparation"

1. Transmitted herewith is the annual report on wartime preparation as called for by the referenced memorandum.

2. The most significant accomplishment has been the acceptance by the military manpower authorities of the Agency's need for military manpower in event of emergency and the inclusion of detailed requirements in the mobilization troop basis of the various services. This result has come from the months of effort on the part of this office in clarifying and defining Agency requirements, and presenting them to the various manpower authorities at the different levels in the Department of Defense and the military departments. Now the dynamic element of the program, namely, the actual mobilization assignment of people, becomes the task. This will be the critical test, and, as a result, the critical year, for the emergency manpower planning program.



Gordon M. Stewart  
Director of Personnel

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Attachment:  
Annual Report on  
Wartime Preparation

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REPORT ON WARTIME PREPARATION BY OFFICE OF PERSONNEL  
FOR TWELVE MONTHS ENDING 30 JUNE 1957

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ATTACHMENT A - SUMMARY OF APPROVED REQUIREMENTS

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Report on Wartime Preparation by Office of Personnel for Twelve Months  
Ending 30 June 1957

1. Personnel Planning in Support of Operational Planning

The situation described in the previous report of 6 July 1956 still persists, namely, the necessity for developing emergency manpower requirements on broad planning assumptions which to date are not supported by detailed operational plans. The personnel appendix to Annex E - Support to the CIA Global War Plan was extensively revised at the request of the Planning and Program Coordination Staff, DD/P. It is believed that future changes will be of a minor nature. In the proposed Pacific theater, the basic techniques and formats as developed by this office are being used in the development of personnel requirements for country command and base T/O's. In the proposed European theater, acceptance of this approach was not secured although effort to obtain acceptance is continuing. Other activities included participation by the Office of Personnel in the annual War Planner's Conference of the DD/P both by formal presentation, and by individual conferences with the visiting planning officers.

2. Department of Defense Relationships on Military Manpower Planning for Mobilization

a. The report of the CIA/Defense Ad Hoc Committee forms the charter for this effort and has been previously described. A final position on requirements was not obtained until January 1957 in the form of a letter from the Office of the Secretary of Defense approving the Agency's request for some 8662 military mobilization spaces, the figure actually requested by CIA. In approving these requirements the following comments were made, "The Office of the Secretary of Defense has agreed to tentative use for planning purposes of CIA requirements as transmitted by your 24 May memorandum. While these mobilization figures will allow future CIA and service detailed planning, it is anticipated that they will remain under continuing scrutiny in order that downward adjustments can be made when feasible."

b. The OSD directive to the service secretaries was broad enough and general enough to permit latitude to the military departments to take their own positions thereon. The Department of the Army position was one of acceptance without comment, since there are no administrative arrangements at present to permit mobilization assignment of enlisted personnel, this portion of the requirements was deleted. Department of the Navy position was that of questioning the size of the build up. Accordingly, it was necessary to reveal most of the details of proposed Agency organization and functions before approval was received. The Navy also deleted some enlisted support types which they said would be furnished by the appropriate Base Commander if required. The Air Force position was sympathetic, but requirements were reduced to two categories,

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Report on Wartime Preparation by Office of Personnel for Twelve Months  
Ending 30 June 1957

namely, those requiring mobilization training spaces for Air Force reservists already on board and augmentation requirements for Air Force personnel not presently connected with the Agency in any fashion. A recapitulation of requirements and service approvals is contained in Attachment A.

c. As to mobilization assignment of reservist employees, the Department of the Navy maintains a mobilization control list centrally in the Bureau of Naval Personnel on the basis of current exchange of information with the Agency. Reservists' jackets in the Naval districts are flagged so that requests for active duty for training or recall must be referred to BuPers before action is taken. Similar arrangements with the other two services are under study but have not been completed due to their different and decentralized methods of military personnel administration.

3. Developments in the Civilian Reserve

a. The program for civilian specialist reserve was considerably clarified during the year both as to numbers and general method of approach to the problem. On the advice of the Career Council, a Project Outline covering this effort was forwarded to the Project Review Committee with every likelihood of approval as the year closes. In summary, the program calls for procurement effort to obtain approximately 50 specialists in fields such as communications, psychology, and linguists the first year, with the program goal of 250, eventually.

b. Liaison was continued with the Office of Defense Mobilization on CIA participation in the National Defense Executive Reserve. The decision was reached to participate in the Government-wide program but on a token basis only. Agency interest in this program is not great and as the year closed only the DD/I had nominated candidates who were selected from rosters of former employees and consultants. There are at present 24 prospects who will be approached by this office, after clearances and concurrences are secured from higher authority.

4. Headquarters Emergency Relocation Planning

The Office of Personnel participated with a force of 13 people in Operation Alert 1956 which served as a test for the vital materials program and also indicated the magnitude of personnel problems likely to be encountered in such an emergency. In the report furnished by this office subsequent to Operation Alert, it was pointed out that the task of reforming the Agency into an organized force after disaster struck would require a larger and better balanced cadre force at the relocation site. The emergency personnel records at the site proved

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Report on Wartime Preparation by Office of Personnel for Twelve Months  
Ending 30 June 1957

satisfactory with two difficulties noted. In one case, a specific request was originated and approved for higher capacity machine accounting equipment at the site in order that maximum utilization of punch card data could be secured. In the other, a lack of descriptive information on physical character in the emergency records was noted which to date has not been resolved.

5. Objectives

Future programs require maintenance of military personnel requirements on an annual basis, allocation of approved spaces to CIA components, mobilization slotting of employee reservists against requirements, and guidance of reserve training programs to meet requirements. As has been pointed out in the transmittal letter, the program now moves into a phase whereby procurement of personnel is involved. This is both a military and a civilian effort. In the case of the former, the attempt will be made through service channels to secure non-employee reservists for augmentation needs. While the military departments are receptive to this activity, the Air Force has raised the question of the Agency's furnishing two weeks active duty annually for such personnel. With respect to the civilian specialists and the Executive Reserve, direct procurement will be undertaken on the scale indicated.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Special Planning Assistant to DD/S

DATE: JUL 8 1957  
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FROM : Director of Logistics

SUBJECT: Annual Report on Wartime Preparation

REF : (a) DCI Letter dated 2 June 1955, subject: Wartime Mission of CIA  
(b) Memo from DD/S to Multiple Addressees, subject as above,  
dated 11 Jun 1957

In accordance with referenced memorandum (b), the attached report on wartime preparation from 1 July 1956 to 30 June 1957 is submitted.

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JAMES A. GARRISONAttachment:  
Subj. ReportDistribution:  
Orig & 2 - Addressee  
1 - D/L  
1 - OL Hold  
1 - Official (OL/PS)OL/PS/WPB:  amf (1 Jul 1957)

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1 July 1957

**ANNUAL REPORT OF WARTIME PREPARATION**

1 July 1956 - 30 June 1957

**A. ACCOMPLISHMENTS - PREVIOUSLY REPORTED AS DEFICIENCIES**

A Support Planner has been assigned to the staff of CINCPAC.

**B. SUMMARY OF ACCOMPLISHMENTS**

**1. Emergency Relocation Planning**

a. Major activities in support of Operation Alert 1956 were as follows:

(1) Final instructions and the designation of groups and group leaders were completed and disseminated as exercise and evacuation guidance.

(2) Maps were prepared and locations designated for major Government relocation sites. These were disseminated within the Office of Logistics and to appropriate Agency officials.

(3) A helicopter utilization plan providing for policy, responsibility, and procedure in the use of the helicopter assigned to the DCI was developed and disseminated to appropriate Agency officials.

(4) A report on Office of Logistics participation in Operation Alert 1956 was submitted to the DD/S. On the whole, the exercise proved beneficial, giving (79) Office of Logistics personnel the opportunity to live, work, and complete assignments under emergency conditions.

(5) Prior to the exercise, the Office of Logistics devised test problems, the solving of which comprised the major logistical workload during the Alert. Test exercises were received from other DD/S components; these were well developed and tested the capabilities of the Office of Logistics.

b. All Divisions of the Office of Logistics are contributing to an itemized listing of (27) major actions to be taken by them on and after D-day. This listing is kept up to date by submission of quarterly status reports and recommended changes and additions from each Division as appropriate. As of this date, two such quarterly status reports have been issued.

c. The Relocation Center capability study was completed and forwarded to the Agency Emergency Planning Officer. The study dealt with the potential capability of the Center and nearby area to provide space and facilities for personnel beyond present plans.

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d. A requirement developed for a permanent helicopter landing site at the Relocation Center. Two proposed landing site areas at [ ] were surveyed and inspected by representatives of the Office of Logistics, Communications, and a qualified helicopter pilot from Ft. Belvoir, Virginia. From the standpoint of safety requirements for this type of aircraft on the approach, landing, and take-off, [ ] site was recommended for emergency use.

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e. Plans have been established for a 90-day stock level of administrative supplies and equipment for stockage at the Relocation Center. The Center formally requested that an additional warehouse be constructed for warehousing this materiel. This request was disapproved. Plans are being made to rewarehouse current stocks and to temporarily partition other space to meet the additional storage requirements.

f. A study was made concerning the provisioning of the four existing "Registration Point" trucks to include administrative supplies, food, billeting supplies and equipment, POL, tools and tentage, and personal supplies for a period of one week for four individuals in each truck.

g. The Department of the Army has agreed to provide for the rotation every fifteen months of the Small Detachment Rations (5-in-1) which have been obtained for storage at [ ] emergency use.

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## 2. Joint CIA/Department of Defense Logistics Committee

a. The Committee prepared and finalized Appendix "E" (Logistic Guidance and Basic Planning Procedure, Data and Responsibilities) to Annex "F" (Unconventional Warfare Annex) of the Joint Strategic Capabilities Plan, 1 July 1956 to 30 June 1957. Appendix "E" was disseminated in July of 1956 to Theater Commanders and CIA Headquarters as logistics policy guidance in reciprocal support of UW plans.

b. The Committee prepared a collated document of Department of Defense/CIA logistical policies and responsibilities for peacetime support, including preparation for war and wartime responsibilities. This document was approved by the JCS and forwarded to CIA Headquarters for review and/or concurrence or comment. Headquarters concurred subject to minor changes which would permit distribution under the proposed classification of SECRET.

c. Procedure was developed in coordination with the Joint Military Transportation Committee for submitting requirements for priorities and allocations of military transportation post-D-Day. This procedure is based on requirements for the movement of Agency personnel and materiel from CONUS to overseas theaters, from overseas theaters to CONUS, inter-theater, and intra-theater.

### 3. CIA/Europe Theater (Area) War Plan

a. Annex "A", Military Support, was reviewed and appropriate recommendations relative to changes were submitted.

b. Reviewed and amended logistics Annex "D", which is designed to assist in planning for the establishment of assets required to support the war plans of the U.S. Commander-in-Chief, Europe (USCINCEUR) and the Supreme Allied Commander, Europe (SACEUR) and to meet requirements established at the national level.

c. Annex "G" was reviewed for logistic support implications. The Director of Training was requested to keep the Director of Logistics informed of the Training Base plans and requirements for logistical support preparatory to the build-up for mobilization and post-D-Day training.

d. War Plan No. 1 - CIA Support of EUCOM JCP 1-55 (Basic), Annex "A", CIA/Theater War Plan, was reviewed, but comments were held in abeyance since they would only duplicate those previously submitted on Annexes "A" and "D" to CIA/Europe Theater (Area) War Plan. These two annexes were consolidated into one annex, since the logistical provisions were the same.

### 4. CIA Global War Plan for Clandestine Operations.

a. Annex "B", National War, was reviewed. No logistical implications over and above those previously planned were evident.

b. The overseas organization, Annex "C", was reviewed. The concept of duties enunciated for Logistics staff members was commensurate with duties set forth in Department of Defense Staff Manuals.

c. Appendix 2 to Annex "E", Logistics, was reviewed and, because of major discrepancies, completely redrafted. Logistics policies were brought up to date.

d. Annex "F", Evacuation, was reviewed and appropriate changes were recommended. The services required are the responsibility of the Departments of State and Defense and are provided for in the evacuation plans of those Departments.

### 5. Other Accomplishments

a. A list of CIA peculiar items was disseminated to Senior War Planners in December 1956. Procedure for collaborating with the Military UW planners in the determination of their requirements of these items was evolved and enunciated in this listing. Guidance in requisitioning and storing peculiar items was also developed and furnished Senior War Planners.

b. The DD/S has designated the Planning Staff, Office of Logistics, as the focal point for all matters pertaining to the peacetime build-up of Agency hot war strategic reserve in support of the military. In addition, procedures were established relative to the monitoring and control of this program.

c. [ ] was reviewed for logistical implications. The plan pertains to personnel redeployment and early wartime action of the Commander CIA/Europe in the establishment of CIA/Europe headquarters. Logistical planning for requirements was indicated in this plan; however, no headquarters action was required as the support agreements with the military established procedure which permits the Senior War Planner to levy requirements pre-D-Day on the Unified Commander for materiel and services required post-D-Day.

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d. Annex "B" and Appendix "I" of the [ ] were reviewed for logistic implications. The materiel and services required are common to the military or furnished by the Agency.

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e. Preliminary Estimates of the Character and Level of Operations for Fiscal Year 1959 were reviewed. Special emphasis was placed on Mission IV for logistic implications in a general war situation.

f. A 60-day wartime resupply requirement was computed for the [ ] and forwarded to the field in May 1957. This requirement will be levied on CINCEUR for inclusion in military UW reserve.

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[ ]

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h. [ ] and statements of CIA capability to support CINCFE UW missions were reviewed. Comments on CIA capability to support this plan logistically were furnished the SPA-DD/S.

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## C. PROJECTS IN PROCESS

### 1. Emergency Relocation Planning

A study has been initiated to determine the feasibility of designating an emergency relocation site to augment the main Relocation Center. Blueprints, essential utility information, and other data concerning a potential site are being obtained. The Office of Logistics will then determine the capability of this site to augment the present Center (10% completed).

### 2. Other Projects in Process

a. A bill of materials is being prepared for use by the Commanding Officer at [ ] as a basis for establishing stock levels of materials to support the [ ] (80% completed).

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b. Action is being taken to guarantee continuity of post-emergency printing services requirements. At the request of Office of Logistics, the Department of Defense (manpower and personnel) is conducting a preliminary survey of commercial printing facilities outside the fall-out area that could be earmarked for Agency post-emergency exclusive use. These preliminary survey reports will be evaluated and selected facilities will be physically inspected by Department of Defense and Office of Logistics representatives prior to designation. Alternate printing facilities will also be designated. The DCI will be formally notified by Department of Defense of designated plants, plant capability, area location, and air transportation facilities. (55% completed).

#### D. MAJOR PROBLEMS OR DEFICIENCIES

Much progress has been made in the area of war planning during the period covered by this report. Wartime support agreements have been finalized and guidance has been furnished both Unified Commanders and Agency Senior War Planners, relative to peacetime preparatory action required to implement the war plans. Specifically, the build-up of Hot War strategic reserves, Military and CIA, in support of approved planned post-emergency operations. The major problem in the implementation of our logistic planning is the lack of agreement in assignment of responsibility for determining materiel requirements in support of operational requirements levied by the Military, and accepted as valid and feasible by the Agency.

Considering the fact that these operations will be conducted by the Agency, and that logistics support is a command responsibility, this Office has consistently held the opinion that Headquarters should have the responsibility for determining the tools that will be required to support a specific operation. Headquarters should determine these requirements and submit separate bills of materials for standard military items and Agency-type items to Senior War Planners concerned. The SWP would then levy requirements for military items on the appropriate Unified Commander for inclusion of those items in the military UW reserve. He would also take appropriate action regarding Agency-type items.

#### E. LOGISTICS CAPABILITY TO PERFORM IN TIME OF WAR

This Office has the capability to perform its logistic support function in time of war. This capability is derived from:

a. Logistics war plans that have been developed in coordination with the Joint Chiefs of Staff, which provide for reciprocal support.

b. Logistics Appendix to CIA Global War Plan which furnishes guidance for peacetime preparatory action in implementation of war plans.

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c. Support Agreements with Department of State and the General Services Administration.

d. The development of plans and procedures for furnishing Agency peculiar items to the Military in support of military UW plans.

e. The development of the collated document pertaining to Department of Defense/CIA logistical policies and responsibilities.

f. The Department of Defense acceptance of responsibility to support the CIA program as Claimant Agency under ODM Order VII-5.

g. The rehabilitation and relocation of stocks to support the concept of a 40,000-man force strength.

h. The considerable quantity of Contingency reserve stock on hand over and above known requirements.

Med.

8 July 1957

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Annual Report of the Medical Staff on  
Wartime Preparation

REFERENCE : Your memorandum, Subject: Annual Report  
on Wartime Preparation, dated 11 June  
1957

1. As requested, attached is the Annual Report of the Medical Staff on Wartime Preparation for the year ending 30 June 1957. This report is in two parts:

Tab A - Emergency Planning

Tab B - Overseas Planning

2. Also as requested, the following statement is submitted as the opinion of this staff as to the Agency's capability to perform in time of war as this capability relates to the Medical Staff:

Provided the necessary personnel and logistical support is promptly available from the Department of Defense, the Agency's wartime medical mission as presently conceived may be fulfilled.

JOHN R. TIETJEN, M.D.  
Chief, Medical Staff

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Attachment:  
As stated above

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TAB A

EMERGENCY PLANNING

1. Summary of Items Accomplished Previously Reported as Problems

a. All medical supplies at [ ] and [ ] Dispensaries have been inventoried. All obsolete and unusable materials have been removed to make room for new supplies. Complete requirements of all additional supplies and equipment necessary for EP have been determined and partially requisitioned.

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b. All radiation detection equipment has been reconditioned, calibrated and is available for immediate use. Conversions have been made where necessary to allow equipment to be used under extreme weather conditions. A program of periodic inspection, repair, and calibration of radiation detection equipment is in effect. All equipment is at present located at [ ]

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c. The Decontamination Center will be located at [ ] adjacent to the dispensary. All parts of this unit are in working order and the supply of water has been determined to be adequate.

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d. Coordination with the Planning Staff, Office of Logistics, on plans for billeting, office, and messing facilities, to ensure that health and sanitation standards are maintained, is complete.

2. Summary of Other Accomplishments

a. Arrangement has been made whereby water samples from the storage tanks at [ ] are tested every six weeks. This is to insure potable water for emergency use.

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b. The medical records of EP personnel have been microfilmed and are being deposited with the Vital Materials.

3. Projects in Process

a. Action has been initiated to provide an adequate stock of parts for the repair and replacement of the radiation detection equipment. This is 10% completed.

[ ] b. The requisitioning of medical supplies and equipment to bring reserve stocks to the appropriate levels should be completed in early FY 1958. This is 80% completed.

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4. Problems

a. Normal changes in Security personnel, and changes in concepts due to the introduction in planning of the hydrogen warfare potential, have resulted in a partial negation of the previous training of the security patrols by the Medical Staff. This staff is currently working with the Office of Security to replace obsolescent equipment, re-define concepts, and retrain the security patrols.

b. Additional Medical Staff personnel must be trained in the handling of radiation detection equipment and the handling of radiation casualties. This training will be initiated during Operation Alert 1957.

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OVERSEAS PLANNING

1. Summary of Items Accomplished Previously Reported as Problems

a. A Medical Staff War Planning Representative is scheduled to attend the Agency War Planners Course starting 19 August 1957.

b. Satisfactory accord has apparently been reached with the Department of Defense on previous problem matters:

(1) Office of Personnel has informed the Medical Staff that agreement has been reached on the provision of additional personnel in time of war.

(2) Office of Logistics has informed the Medical Staff that agreement has been reached on the definition of a "peculiar" item of supply and equipment. Based on this the Medical Staff has submitted to the Office of Logistics a list of those medical items that should be considered peculiar.

c. In the opinion of this staff coordination between the support planners and the DD/P elements has improved significantly. Increased frequency of briefings as well as the complete integration of support planners into the proceedings of the Annual War Planners' Conference of 1957 are indications of this improved relationship.

2. Summary of Other Accomplishments

a. The Medical Staff drafted the Medical Appendix (Appendix 3) to the Administration and Support Annex (Annex E) to the CIA Global War Plan for Clandestine Operations. This appendix was then coordinated and accepted by DD/P. It was published as part of the formal plan on 24 May 1957.

b. A Medical Staff representative was in attendance at all sessions of the Annual War Planners' Conference 28 January - 8 February 1957. The Deputy Chief, Medical Staff, spoke on "Medical War Planning". Following the formal sessions of the conference, Medical Staff planners met with officials from the staffs of the Senior War Planners to discuss the medical aspects of their war planning.

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c. The Medical Support Planning Guide was completed and submitted for DD/P utilization. This guide, with its checklist, is intended for use either by the DD/P war planners or those engaged in current operations. It will become the Medical Section of the Support Planning Handbook when this is published.

d. This staff reviewed the FY 1958 Preliminary Estimates, Country Programs, as well as various individual country Evacuation Plans presented to it.

3. Projects in Process

The program for the provision of overseas medical support on a regional as distinguished from a  basis is now 80% completed insofar as the assignment of medical officers is concerned. Action has been initiated to provide a regional medical officer for Southeast Asia. One of the principal duties of this regional medical officer will be to advise the Senior War Planner, Pacific, on matters pertaining to medical war planning. With this as a pattern it is planned to integrate the other regional medical officers into the war planning for their respective areas.

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4. Problems

None.

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3) Emergency staff communications networks in Europe, Southeast Asia and North Asia are in being. With the exception of a few locations in Europe, they are manned and checked out at regular intervals. These nets are intended for limited emergency as well as wartime use. These are supplemented by the [redacted] active nets which also have definite wartime value. Emergency staff-type links are also planned from [redacted]

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4) A communications training facility exists which can be used as the nucleus for expansion to meet increased wartime staff training requirements.

b. Clandestine Communications.

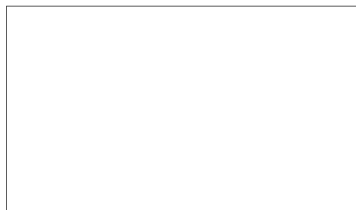
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c. Equipment. 41, two-position transportable stations have been completely assembled and packaged. They are available in the quantities indicated for immediate issue from the following depots:

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d. War Planning.

1) With the submission of Annex G--Communications--to the CIA Global War Plan this Office has met all requirements in this field. It should be noted, however, that the Communications Annex to [redacted] is being revised in the field.

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2) The Communications complement of the [redacted] has been revised to include a Senior Communications Officer, a large portion of whose duties will consist of Communications war planning assistance to the [redacted]

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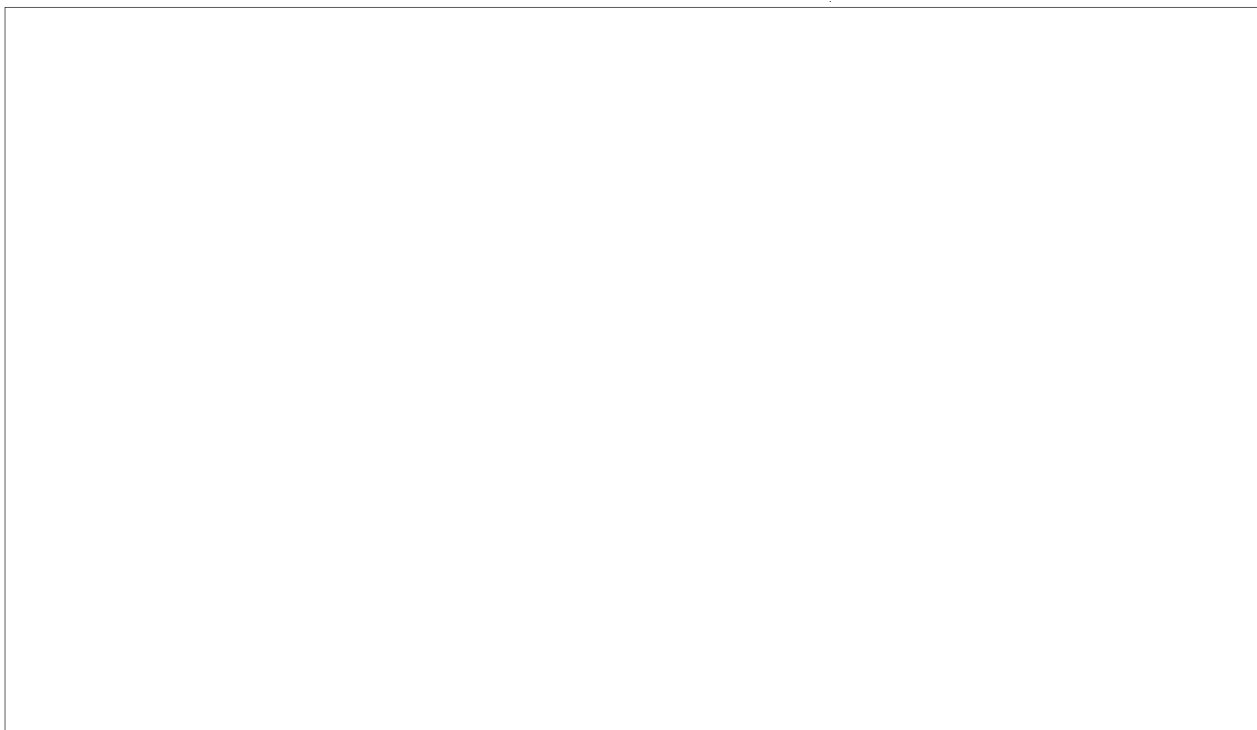
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3. Projects in Process.

a. [redacted] Planning. The nature of [redacted] planning makes it difficult to state the percentage of progress with much finality or assurance. The ultimate test, of course, is how many [redacted] actually show in accordance with plans. Figures fluctuate with new requirements or as existing plans are changed. As an indication of relative workload and status of preparedness, it is believed that a numerical presentation of the situation, as it existed at the end of the reporting period, might be the most factual method of indicating a relative situation in this field.

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b. Equipment.

1) In connection with the strategic reserve, approximately 98% of the needed materiel for 3, five-position transportable stations is on hand. When completed, they will be assembled for issue. It is planned to store two at [ ] and one at the [ ]

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Overseas allocations of the above as well as self-transportable equipment will be held in abeyance pending the resolution of overseas base questions currently being studied by DD/P. There has been no significant change in the location of mobile and other equipments already in the field.

3) Cryptographic Equipment. Sufficient of this type gear is now on order to permit communications among approximately [ ] without the need for separate encipherment of traffic to each [ ] There is also on hand at least a two-year supply of currently-used cryptographic materials such as pads and tapes.

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4) Research and Development. Satisfactory progress is being made on high-speed agent equipment employing new communications techniques as well as point-to-point [redacted] designed for high volumes. Automatic agent systems and conventional but miniaturized agent gear is also under development. In all instances many imponderables prevent the assignment of a percentage of completion figure. However, satisfactory prototypes are expected to be received during the next reporting period. ELINT equipment which would undoubtedly have a wartime application is also being developed for use as rapidly as possible.

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4. Major Problems of Deficiencies.

a. In this category several of the most pressing problems plaguing the Office of Communications are common to other components of the Agency and not of the type which the OC can take independent action to solve. They are:

[Redacted box]

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2) Personnel. Although our peacetime personnel situation has improved, on board strengths are still not considered adequate for a wartime situation even assuming successful redeployment to wartime assignments of personnel now in the field. The successful application of the Civilian Reserve Program will help in certain categories; we are advised that in the next few months an answer will be received from the Department of Defense on our military requirements (343 officers, 1381 enlisted). Intended action on the part of this Office is to revise wartime T/O's as soon as trends or decisions resulting from nuclear effect studies can be translated into something tangible.

[Redacted box]

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d. In the research and development field, budgetary considerations have always been, to varying degrees, a problem. While it is difficult to keep up with technological advances in the state of the art, there are items in the Office of Communications' research and development program for FY-1958 which show considerable promise in terms of a war-time application. Should these items continue to develop favorably, it may be that the Office of Communications will be forced by budgetary limitations in FY-1959 to request funds from the reserve with which to continue these projects.

5. Estimate of wartime communications capabilities of the Agency.

a. I believe the following statement from last year's report still applies as far as a World War II-type conflict is concerned:

"Assuming that our clandestine communications assets now in place can be brought to bear in a wartime situation, I believe that the Agency's performance in this field will be commensurate with the task. In those areas where requirements will be war-born, the planning already done, together with the depth of experience provided by Office of Communications personnel both in Headquarters and the field, will permit the Agency to do its job in the clandestine communications field to an extent which will be limited mainly by the completeness of its wartime Communications Table of Organization."

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b. In a nuclear war involving large-scale destruction, possibly of both communications base and agent assets, I believe that the Agency's capability to perform as it relates to current war planning will be reduced appreciably. Since this factor is now being given serious consideration in many quarters, I also believe that alternate planning can be done which will alleviate at least to some degree the consequences of this type warfare.

c. Our staff communications position is somewhat better at this time, but there is no reason to believe that we are in shape to handle a wartime communications situation without difficulty. Experience during the Middle East crisis of 1956 demonstrated how great the demands on communications can be. While we scraped through, it was not an experience from which we can take comfort. Nevertheless, progress is being made; overtime is being reduced, which in itself provides a built-in expansion factor, and additional personnel are on duty. Although it probably is unwise to predict the degree of effectiveness which our wartime staff communications will achieve during the initial chaotic period, I believe that the Agency will have the necessary communications capability to deal with traffic--at least of a vital nature.



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MEMORANDUM FOR: Special Planning Assistant,  
Deputy Director (Support)

SUBJECT: Report on Wartime Preparation

REFERENCE: DCI letter dated 2 June 1955, Subject: Wartime Mission  
of CIA

1. In accordance with the memorandum from DD/S dated 11 June 1957, the following report is rendered with reference to the activity of the Comptroller's Office in connection with the preparation for and the accomplishment of its Wartime Mission.

2. Certain deficiencies were noted in the last annual report, and the corrective action taken in relation thereto is as follows:

a. VITAL DOCUMENTS PROGRAM: During the period of the emergency exercise, July 1956, particular attention was given by representatives of the Comptroller's Office to a review of the Vital Documents Program to determine the adequacy and the practical usability of documents placed in the repository. In general, the documents were found to be in good condition and adequate for use during the initial stages of an emergency situation. In the past year, definite progress has been made to improve and develop the entire program.

b. EMERGENCY FUND: No provision has previously been made with reference to providing for emergency area funding. However, corrective action has been taken by the establishment of an emergency fund sufficient for immediate requirements, within the Finance Division, which is packaged and accessible for prompt transfer to the emergency relocation area. This is in lieu of maintaining a cash reserve at the emergency relocation center.

3. Each member of the staff of the Comptroller's Office has been given specific instructions or briefings on the following points:

a. Plan of action and the nature of problems which may be encountered.

b. Physical layout of the relocation center, including permanent assignments of the Office of the Comptroller and major Agency components.

c. Physical facilities and methods of using the Vital Documents Repository.

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4. The policy and effectiveness of financial support and control has been improved by: increasing assignments of Comptroller trained personnel to more stations and/or including small stations under an Area Regional Finance Officer for technical support and assistance; developing a simplified accounting for use by small stations; and in conjunction with OTR, developing a specialized training course in financial reporting and control for Administrative Officers and others who will handle finances at small stations not having assigned technical personnel.

*12 min  
approx*

5. Procedure with reference to financial support of clandestine field operations have been developed and approved. Day-to-day liaison is maintained with State, Army, Navy, and Air Force as well as major U.S. and foreign banking firms, as necessary in the procurement of funds required to supply such needs.

6. During the emergency exercise, July 1956, considerable opinion was expressed by participants to the effect that emergency relocation plans are not realistic in that no recognition is given to employees' responsibilities to their dependents. In the eventuality of an emergency, the natural first reaction of all employees would be to be sure that families were protected and, if at all possible, evacuated.

7. The capacity of the Comptroller's Office to operate under emergency conditions has been strengthened by its participation in the exercise of 1956 and its active representation on the Support Planners Committee, and no difficulty is foreseen in meeting its responsibilities in connection with a possible emergency.

[Redacted Signature Box]

E. R. SAUNDERS  
Comptroller

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8 JUL 1957

o/s

MEMORANDUM FOR: Deputy Director (Support)

ATTENTION:

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SUBJECT:

Annual Report on Wartime Preparation

REFERENCE:

Memo dtd 11 June 57 from DD/S to Support  
Planners of the DD/S - Subject as Above

1. This report for the fiscal year ending 30 June 1957 follows the order of the factors given in the reference.

2. Items Previously Reported and Accomplished during This Period:

a. Microfilmed copies of Summaries of Disapproved Security cases were made and stored at the

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b. Microfilmed copies of the Summary Index Cards of the Interrogation Research Division were made and have been filed at the

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c. Alternate Support Planner/OS, completed the War Planners Course given by the Office of Training from 13 - 31 May 1957.

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3. Items Not Previously Reported but Accomplished during This Period:

a. The following actions were taken in connection with the Middle-East crisis:

(1) A Security Officer was temporarily detailed to the NEA Division to assist with security problems.

(2) A three-man team with all documentation completed, including passports, inoculations, etc., was standing by to assist in the evacuation and redeployment, if needed.

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**SUBJECT: Annual Report on Wartime Preparation**

(3) A Security Officer was assigned to [ ] 25X1

(4) A debriefing program was established in New York City to instruct returnees from [ ] on cover and security problems. This service was available, if needed, to cover the Middle-East crisis. 25X1

(5) The disposition of evacuees from [ ] was monitored. 25X1

(6) Intimate liaison was maintained with the Office of Security of the Department of State during the crisis.

b. Numerous comments were submitted to the SPA-DD/S on war planning documents originated outside of the Office of Security and the following war planning documents were originated in the OS and submitted to the SPA-DD/S:

(1) A proposed functional Security T/O for CIA/Europe (Area) War Plan.

(2) A Security Appendix to Annex D, Administrative and Logistics, CIA/Europe Theater (Area) War Plan.

(3) A Security Appendix to the Administrative and Support Annex to the CIA Global War Plan for Clandestine Operations.

(4) A Security Support Planning Guide and Check List for use of case officers in their basic planning.

c. A Security Officer has been assigned to the [ ] 25X1  
[ ] to assist with war planning 25X1  
functions in addition to other security duties.

d. The recent riots on Taiwan and in the Middle-East showed the necessity for formulating emergency plans for riot or civil commotion. This Office is now making an analysis of what weaknesses may exist in emergency planning.

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e. M-3 Emergency Destruction Kits are being shipped to the field areas most vulnerable to enemy or local disturbance threats. 200 have been shipped to the Far East and 200 to Germany. Also, further research is being conducted to develop a chemical or compound to replace the M-3 Kit which is considered too bulky.

f. A CIA Nuclear Damage Control Officer has recently attended an ODM Training Course in Nuclear Damage Control.

g. A proposed Presidential Proclamation Governing the Control of Persons Departing or Entering the U. S. in Wartime was reviewed in conjunction with the Office of General Counsel and appropriate comments were made to the Office of Defense Mobilization.

h. A representative of this Office attended the CIA War Planning Conference held at Headquarters during February 1957.

**4. Projects in Process and Estimated Percentage of Completion:**

In support of the CIA Emergency Plan and under the limitation of using present personnel only, the following vital records of the Office of Security are in the process of being microfilmed and placed in storage at the Relocation Center:

a. Photographs of all Staff employees, consultants and others who have received Agency photographic badges (approximately 35% completed).

b. Copies of the Personal History Statements of overt and semi-covert employees (approximately 35% completed).

**5. Major Problems or Deficiencies:**

In the area of wartime planning, a definite need has been experienced at Headquarters for direct contact with the overseas Planners. This problem has been partially solved by the assignment of a Security

**SUBJECT: Annual Report on Wartime Preparation**

Officer to the [ ] who will furnish security support and guidance to the War Planners. However, in view of the potential explosive circumstances encompassing Europe and the Middle-East, this Office recommends the assignment of a Security Officer to the War Plans Staff, [ ] who, in addition to furnishing support and assistance to the War Planners in all phases of Security, would carry out security responsibilities on a [ ]

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**6. Ability of the Office of Security to Perform in Time of War:**

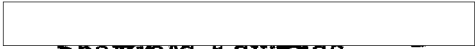
This Office is presently studying the following planning actions to determine their practicability in quickly putting this Office on a wartime support basis:

- a. Establishment of emergency security clearances for [ ] staff employees to be carried out within 6 months of "D" day. Proposal envisions name checks, limited investigation, comprehensive pre-employment and security polygraph interviews to be followed later by full field investigations.
  - b. Establishment of emergency security clearances for an undetermined number of covert personnel within 6 months after "D" day involving limited investigations, security interviews or interrogation and polygraph in every possible case.
  - c. Establishing a reserve of polygraph operators through the training of [ ] Office of Security employees on a selected basis, such selected employees to be given in service training each year to maintain a degree of proficiency.
  - d. Establishing a reserve of investigators and a reserve of Security Officers to be employed in an emergency to supplement the Security Office staff caused by expansion of activities and diversion of personnel to overseas bases.
  - e. Selection of a "ready" group of Security Officers to be dispatched overseas in emergency situations and hot war.
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**SUBJECT: Annual Report on Wartime Preparation**

f. Establishing a training program in war planning and security support for the senior officers in the Office of Security and those employees designated under the "ready" group.

  
Shepherd Edwards  
Director of Security

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27 JUN 1957

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MEMORANDUM FOR: Deputy Director (Support)

ATTENTION : Special Planning Assistant

SUBJECT : Progress Report on OTR War Planning for the FY  
Ending 30 June 1957

REFERENCE : Memo to OTR from DD/S, dated 11 June 57, subject:  
"Annual Report on Wartime Preparation"

A. ACCOMPLISHMENTS

1. Emergency Planning

a. An inventory of the physical facilities at the training site [ ] revealed that present messing facilities could, under emergency conditions, handle [ ] individuals per meal. There is sufficient classroom space to take care of about [ ] students. However, there is sufficient equipment--fatigues, blankets, etc.--to house and clothe a maximum of [ ] students. This number could be increased by the addition of pyramidal tents and personal equipment without substantially increasing the administrative staff. Stock-piling of supplies and equipment at the present [ ] site has not been initiated for an expanded wartime training situation.

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b. Headquarters OTR vital materials are being forwarded to the Agency repository. Headquarters instructional material such as lesson plans are being forwarded and maintained in a repository at [ ] There is increased emphasis on bringing this repository completely up-to-date, including the translation of appropriate lesson plans into various foreign languages for use in wartime.

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SUBJECT: Progress Report on OTR War Planning for the FY Ending  
30 June 1957

c. Emergency radio-teletype communication remains in service between the Agency relocation center and [ ] The service is tested during each emergency alert.

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d. OTR participated in Operations ALERT during 1956.

e. OTR prepared an annex to the Civilian Reserve Project which will, when approved, permit the recruiting and training in short summer tours of civilian reservists of a highly specialized type, including psychologists, for OTR. This project, which is within current OTR capabilities, has been submitted to the PRC.

## 2. Overseas Planning

### a. Clandestine Services Cold War Planning

As a member of the Clandestine Services Planning Board (Support Committee), OTR has continued its review of the appropriate country plans prepared for the Clandestine Services General Plans for FY 58 and FY 59. During the reporting period, OTR also reviewed the final drafts of the operational plans of the divisions and staffs of DD/P. These plans are studied in order to predict the impact on Headquarters training and to analyze the foreign field training requirements for which OTR has a technical support responsibility. Further, these plans indicate the mission and type of assets being developed for wartime use which has an impact on the total training effort.

### b. Clandestine Services Hot War Planning

(1) The war planning course, established in 1954 to assist in the instruction of Agency Headquarters and field personnel for war planning responsibilities, trained 43 persons during the reporting period.

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(2) CIA/CS War Plans were reviewed by OTR with particular reference to the preparation for wartime training activities. OTR prepared the Training Annex to the CIA Global War Plan which was published and disseminated on 24 May. This annex indicates the wartime responsibilities of DTR. Within his responsibility for technical support of foreign training, the DTR is continuing to transmit instructional materials and aids to training projects preparing foreign services or groups for wartime activities.

(3) OTR conducted the annual running of Project [ ] with 39 senior officers of the Armed Forces in attendance as follows: 10 Army, 9 Navy, 3 Marine and 17 Air Force officers. This course is designed to inform officers of the Armed Forces in key overseas positions regarding the organization and mission of CIA, as well as the Agency's capabilities and limitations in support of the military during wartime.

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(4) Army, Air Force and Marine reservists of the Agency, working principally under the leadership of OTR instructors and utilizing OTR facilities, developed and conducted for the reserve personnel of the three branches a nine-month instructional program concerned with the CIA wartime mission. This program was extremely comprehensive in scope and context.

B. MAJOR PROBLEMS

[ ]  
However, the acquisition and preparation of an alternate training site has been dropped as uneconomical for the time being, although a survey for the selection of such a site will be undertaken in the near future for planning purposes. Since it is not considered practical to acquire an alternate wartime site at the present, the possibility exists that, in the event of an atomic war, in the near future, the Agency may lose its training site and instructional materials.

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30 June 1957

2. OTR has no responsibility for foreign training sites other than 25X1  
 In the selection of overseas wartime support bases, consideration should always be given to the possibility that training activities may be conducted as a corollary support activity. The Office of Training is responsible for providing technical assistance and advice in the factors to be considered in the selection of such sites. After these bases are selected, OTR can then proceed in providing technical training guidance and preparing instructional material to be sent to these bases or contiguous training areas.

3. Other outstanding problems, in relation to wartime training, are the lack of qualified personnel to translate the pertinent lesson plans in the requisite foreign languages and the probable shortage of competent instructors to handle the anticipated expansion of training requirements.

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MATTHEW BAIRD  
Director of Training